

# Schiphol Group at a glance

## Mission

It is our ambition to rank among the world's leading airports. Our aim is to create sustainable value for our stakeholders by developing AirportCities and by positioning Amsterdam Airport Schiphol as a leading, highly efficient air, rail and road transport hub offering its visitors and locally based businesses all the services they require on a 24/7 basis.

## Profile

Schiphol Group\* is an airport operator and, more particularly, an operator of AirportCities. A prime example of what we mean by an AirportCity is Amsterdam Airport Schiphol. In terms of passenger numbers, Amsterdam Airport Schiphol is the fourth-largest airport in Europe, and ranks in third position for cargo. Apart from our Dutch operations (Amsterdam Airport Schiphol, Rotterdam Airport, Eindhoven Airport and Lelystad Airport) we are active in the United States, Australia, Italy, Indonesia, Aruba and Sweden. We are not a listed company but we have clearly stated that this would be our preference.

A stock market listing will increase the professionalism and entrepreneurial drive that is vital to our continued success in the competitive aviation industry. It will give us increased access to the capital market, put us on a level playing field with our competitors, subject us to the scrutiny of the capital market and make it easier for us to recruit and retain talented staff.

In 2006, revenue totalled EUR 1,037 million, with a net result of EUR 527 million. Shareholders' equity as at year-end 2006 amounted to EUR 2,772 million.

## Activities

The operation of airports and the development of AirportCities involve three inseparably linked business areas: Aviation, Consumers and Real Estate. The integrated activities of Aviation, Consumers and Real Estate are the core of the AirportCity formula, which is applied at other airports, either in part or as a whole, by the Alliances & Participations business area.

Our aim is to create sustainable value for our stakeholders by developing AirportCities and by

positioning Amsterdam Airport Schiphol as the world's leading AirportCity. Amsterdam Airport Schiphol is an important contributor to the Dutch economy. It serves as one of the home bases for Air France-KLM and its SkyTeam partners, from which these airlines fly to their European and inter-continental destinations. Amsterdam Airport Schiphol has a high-quality network serving 269 destinations. Our revenue is almost entirely made up of airport charges, concession fees, rents and leases and parking fees.

## Stakeholders

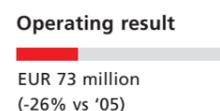
Schiphol Group has many stakeholders and their interests can be quite different. There is the government, in its role as shareholder, legislator and regulator, there are the airlines, passengers and other airport users, there are the local communities and municipal authorities and there are our employees and investors. Taking account of everyone's interests makes our work both challenging and complicated.



### Aviation

The Aviation business area is active solely at Amsterdam Airport Schiphol. Aviation provides services and facilities to airlines, passengers and handling agents. The Netherlands Competition Authority (NMa) regulates the charges which are levied and sets limits on the returns generated.

**Sources of revenue:** airport charges (aircraft, passenger and security charges) and concession fees (paid by oil companies for the right to provide aircraft refuelling services).




### Consumers

The activities of the Consumers business area concern the granting of concessions for airport shopping and cafe, bar and restaurant facilities, independent operation of car parks and the marketing of advertising opportunities at Amsterdam Airport Schiphol. The Consumers business area also has activities outside the Netherlands involving amongst others the operation of retail outlets via management contracts.

**Sources of revenue:** concession fees, parking charges, advertising and management fees.




### Real Estate

The Real Estate business area develops, manages, operates and invests in property at and around airports at home and abroad. The greater part of the portfolio, comprising both airport buildings and commercial properties, is located on and around Amsterdam Airport Schiphol.

**Sources of revenue:** rents, including ground rents. The business area also makes a significant contribution to Schiphol Group results with the other property results (sales, release of land for development and the fair value gains or losses on property).




### Alliances & Participations

The task of the Alliances & Participations business area is to roll out the AirportCity formula internationally. Alliances & Participations consists of Schiphol Group's interests in the regional airports in the Netherlands as well as its interests in airports abroad, and Utilities.

**Sources of revenue:** mainly airport charges. The various Schiphol Group associates also contribute to group results through performance fees and dividends as accounted for in share in results, and in the interest they pay on loans. Intellectual Property fees are also reflected in the revenue. The Utility activities generate revenue from the transport of electricity and gas and from the supply of water to third parties. By applying the equity accounting method, changes in the market value of the investments are not reflected in the results.



\* NV Luchthaven Schiphol trades under the name of Schiphol Group. References in this report to Schiphol Group include the company's subsidiaries and joint ventures unless otherwise stated or clear from the context.